

### Typical Approach

1) Process	Arbitrary
2) Public Involvement	Not Meaningful
3) Design Proposals	Vague
4) Implementation Strategy	Weak
Success	Seldom

What does it take to create a successful plan?

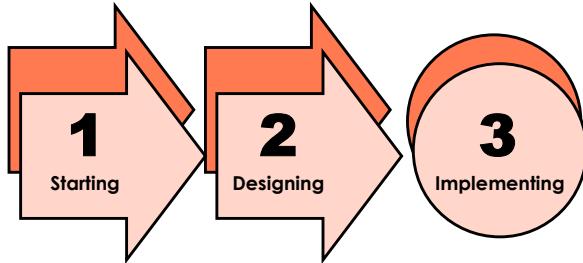
### Typical Approach      New Approach

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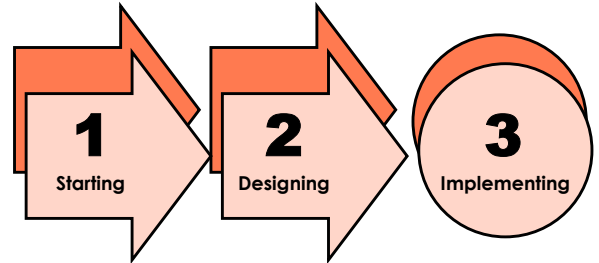
### Typical Approach      New Approach

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## Process - Driven By Public Involvement



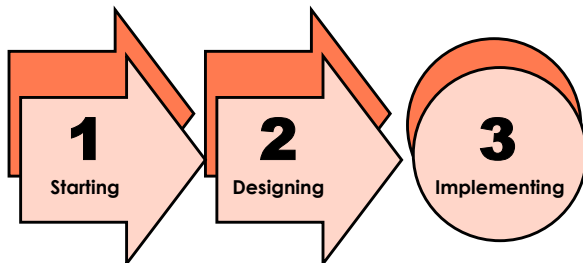
## Process - Driven By Public Involvement



### Create the Game Plan

- Define the Process
- Finalize the Schedule
- Review Background Material
- Establish Objectives

## Process - Driven By Public Involvement



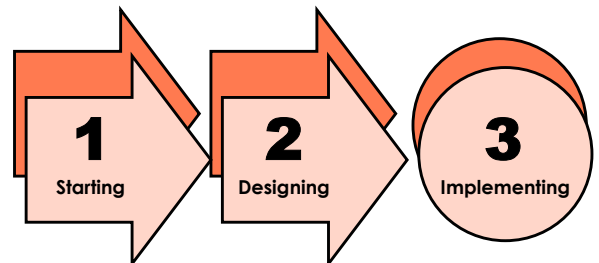
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### Evaluate the Possibilities

- Develop Alternatives
- Refine Preferred Alternatives
- Prepare a Refined Plan

## Process - Driven By Public Involvement



### Create the Game Plan

- Define the Process
- Finalize the Schedule
- Review Background Material
- Establish Objectives

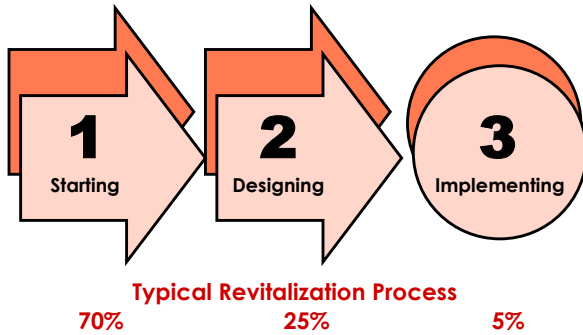
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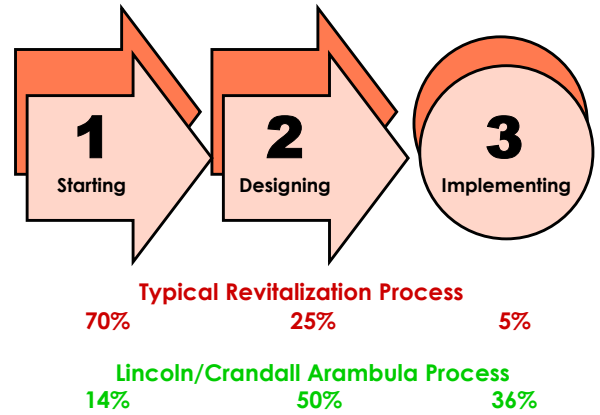
### Make It Happen

- Establish Priorities
- Develop Financial Strategies
- Establish Responsibilities
- Prepare Codes & Ordinances

## Typical Budget Distribution



## Typical Budget Distribution



	Typical Approach	New Approach
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Success	Seldom	





Special Meetings



Site Tours





## Workshop Agenda (Typical)

Part 1 – Presentation		50 Min
1)	Project Goals	2 Min
2)	Work Program & Schedule	3
3)	Results from Last Meeting	5
4)	Alternatives and Possibilities	35
5)	Questions	5
Part 2 – Workshop		70 Min
1)	Table Discussions	30 Min
2)	Table Reports & Ballot Completion	35
3)	Closing	5

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Educational


## Our Design Research

- **The Recipe for Saving Towns and Cities**  
What has worked in other places
- **Great Streets**  
The best streets in the world and their common features
- **Great Waterfronts**  
The great Mediterranean waterfronts and their design features
- **Great Spaces**  
The spaces we like to visit and why they work
- **Great Transit Oriented Development**  
What works and what doesn't
- **Great Parking Structures**  
What it takes to create shopper friendly parking
- **Great Conference Centers**  
The legendary conference centers and their common features
- **Great Restrooms**  
Creating facilities that work
- **A New Approach to Regional Planning**  
How to make a difference

## Workshop Agenda (Typical)

Part 1 – Presentation		50 Min
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Choices and ballots for the public



**B1** ☐ **B2** ☐ **C1** ☐ **C2** ☐

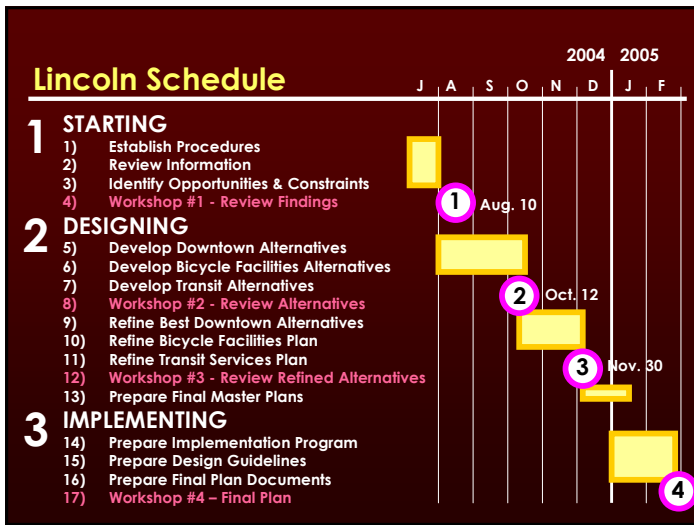
**Land Use/Circulation Concepts?**  
(Indicate 1<sup>st</sup> & 2<sup>nd</sup> Choice)

### Knoxville Civic Vision Response Sheet Summary #1

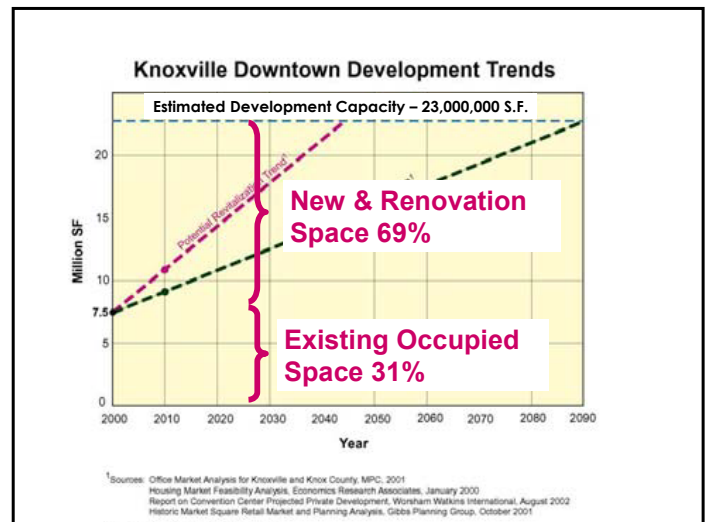
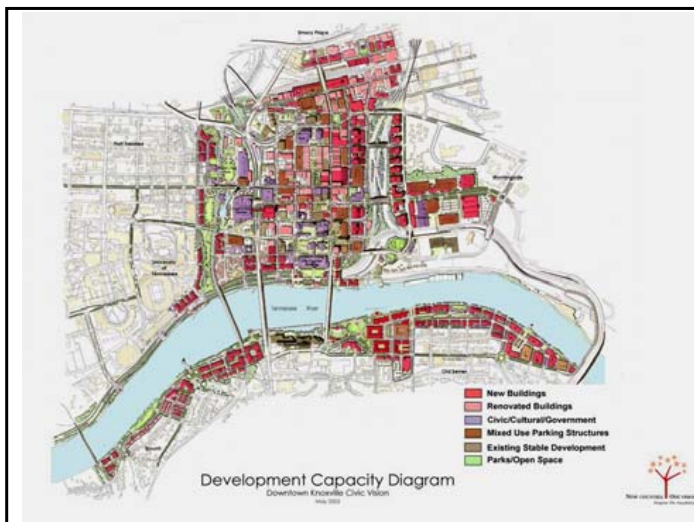
Public Meeting 1 - February 6, 2003

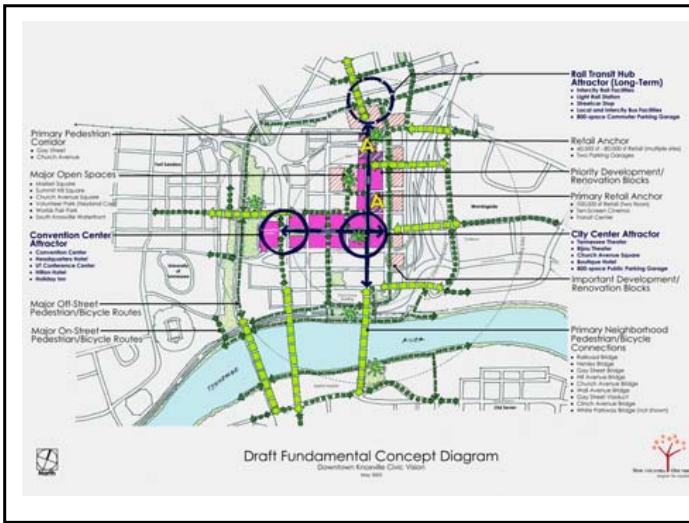
134 Response Sheet Received

	Percent		
	Yes	No	Other
<b>Retail Framework</b>			
1) Gay as the primary retail street	95	3	2
<b>Culture/Tourism Framework</b>			
2) Convention Center Linkage to Gay Street on: Clinch, Church, or Cumberland (pick only one)	Clinch 47	Church 49	Cumberland 4
<b>Open Space Framework</b>			
3) Gay Street "Living Room" at Cumberland Avenue or Summit Hill Drive (pick only one)	Cumberland 56	Summit 33	Other 11
<b>Pedestrian/Bike Framework</b>			
4) State Street Corridor as part of Greenway Loop	87	6	7
5) Jackson Avenue as part of Greenway Loop	91	4	5
6) Neyland Drive - New pedestrian crossings to waterfront	92	6	2
7) River - Enhanced and new pedestrian crossings to South Knoxville	89	6	5
<b>Transit Framework</b>			
8) Commuter rail station (long term) at Jackson or Clinch	87	6	7



	Typical Approach	New Approach
1) Process	Arbitrary	Systematic
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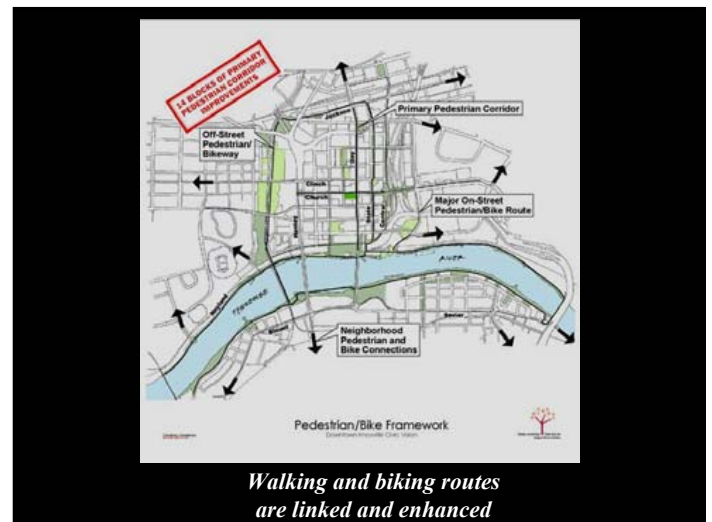




*Transit choices are offered*

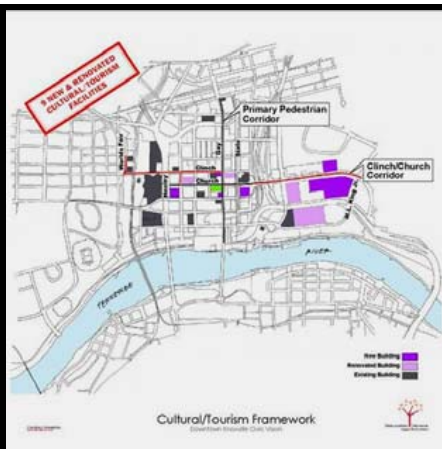


*A variety of open spaces are added*

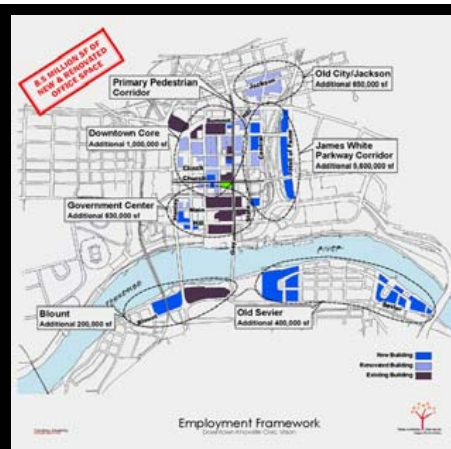


*Walking and biking routes are linked and enhanced*

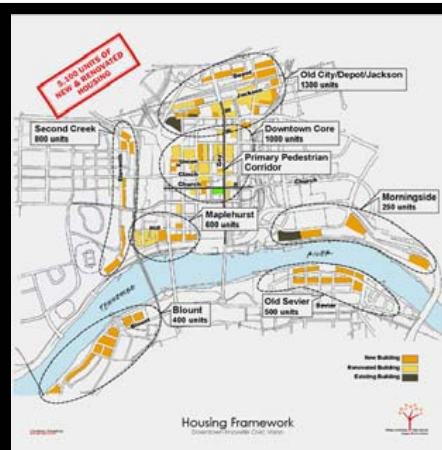




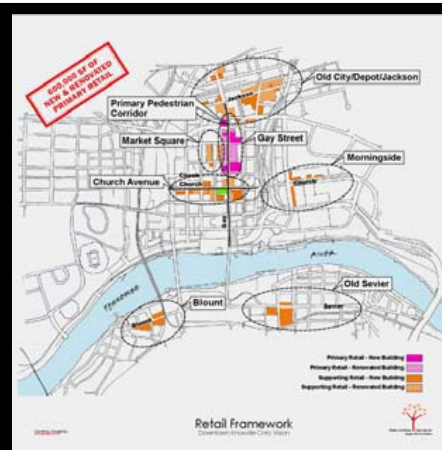
*Civic and cultural identity is strengthened*



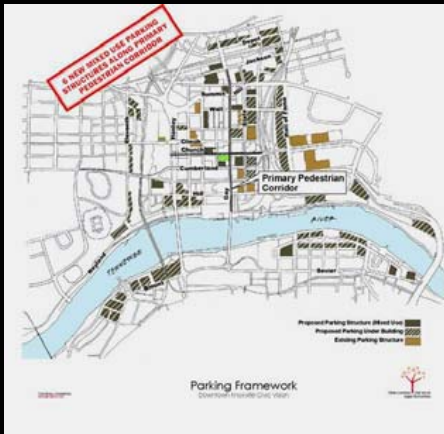
*Desirable large office building sites are identified*



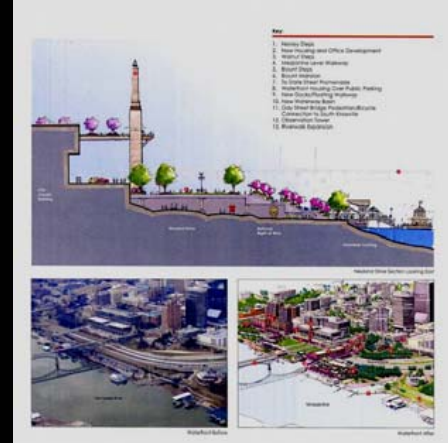
*Downtown is established as the place to live*



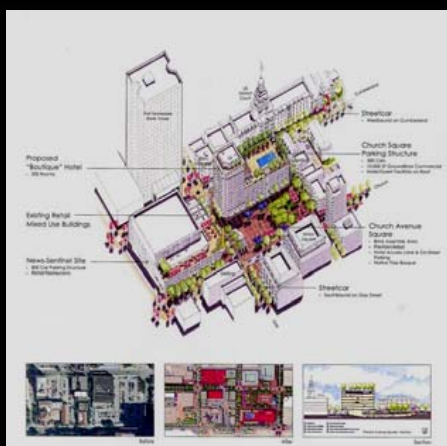
*Shoppers return to the downtown*



*Substantial parking is provided where needed*



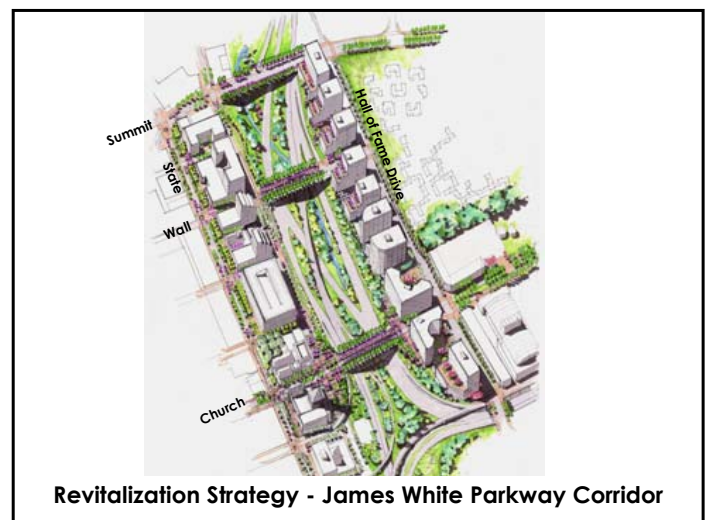
*The city boldly reconnects to the waterfront over Neyland Drive*



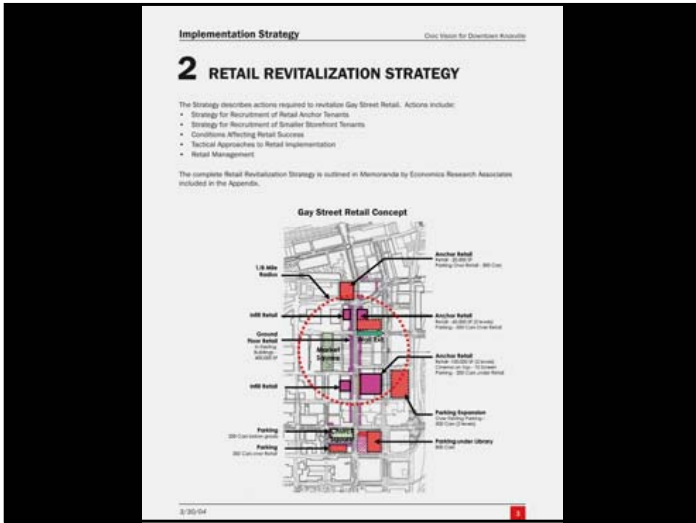
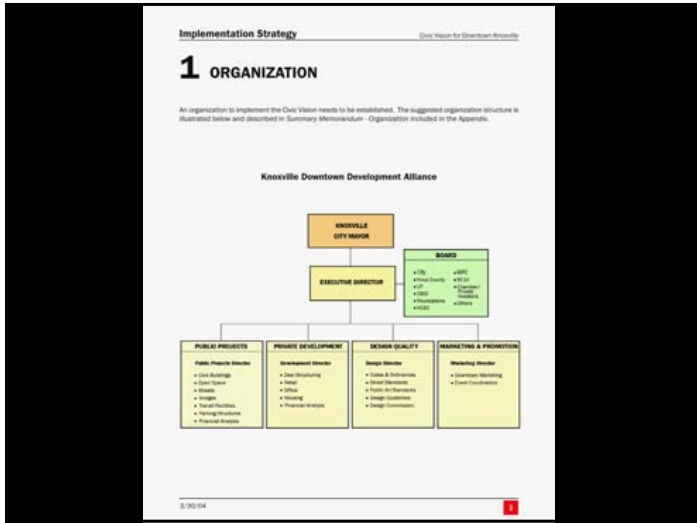
*A civic heart is created at Church and Gay*



*Conventioners and visitors are linked to local downtown attractions*



	Typical Approach	New Approach
1) Process	Arbitrary	Systematic
2) Public Involvement	Not Meaningful	Meaningful
3) Design Proposals	Vague	Detailed
4) Implementation Strategy	Weak	Realistic
Success	Seldom	





### 3 TOP PRIORITY PROJECTS

Top Priority Projects are located in the heart of the downtown. They are identified on the plan below and described in Summary Memorandum - Priority Projects included in the Appendix.

#### Top Priority Projects

- 6 Gas Street Streetcar/Parade Improvements
- 10 Broad Avenue
- 13 Parking Structure (east wing)
- 14 West Street Extension
- 20 Church/Petzel Avenue
- 24 Church Avenue Square and Bicycle-grade Parking
- 25 Church Square Parking
- 26 Southside Hotel
- 27 New Central City Street Use Parking Structure or South Library/Parking Option 1
- 34 Union Avenue Improvements



3/30/04

4

### 4 TIME SENSITIVE PROJECTS

Time Sensitive Projects must be acted on immediately or the implementation opportunity may be lost for decades. They are identified on the plan below and described in Summary Memorandum - Priority Projects included in the Appendix.

#### Time Sensitive Projects

- 1 North City Pedestrian Improvements
- 13 East Street Bridge Improvements
- 14 East Street Bridge
- 20 Church Avenue Bridge Improvements
- 24 Westparkway Bridge
- 25 Hix Avenue Bridge Improvements
- 27 New Central Station to the downtown



3/30/04

4

### 5 FINAL PLAN DOCUMENT

The final Downtown Knoxville Civic Vision should be an 8 to 12 page booklet summarizing plan concepts and details. The easy-to-read booklet should be inexpensive to print and suitable for wide distribution to the public and business communities. A suggested table of contents is outlined below:

#### Page

- 1 Why this plan was prepared, Why this plan will work, What this plan means for you
- 2 & 3 Background Material
- 4 Guiding Principles and the Fundamental Concept
- 5 Framework Plans
- 6 & 7 Centerfold (The Plan with key features noted)
- 8 & 9 The Details - Public Projects
- 10 & 11 The Details - Private Projects
- 12 Priority Projects and What You Can Do



3/30/04

4

### 6 REGULATIONS & GUIDELINES

Implementing the Civic Vision will require:

- 1) Updating existing Policies and Ordinances
- 2) Developing Design Guidelines
- 3) Developing Public Area Requirements

#### POLICIES AND ORDINANCES

Existing policies and ordinances will need to be updated and new policies and ordinances developed.

#### DESIGN GUIDELINES

Design Guidelines provide a framework within which to review projects in downtown, assist designers and developers in understanding the City's urban design expectations. The guidelines ensure a degree of order, harmony and quality within the built environment; they allow the development of buildings and projects that are attractive individually yet contribute to a downtown that is unified and distinctive as a whole. Typical guidelines would address:

- Knoxville character
- Streetscape/landscaping concepts
- Building compatibility
- Street lighting
- Signage
- Public safety

#### PUBLIC AREA REQUIREMENTS

Public Area Requirements identify the following:

#### General Circulation Requirements

The downtown circulation system is updated to reflect concepts identified in the Civic Vision.

#### Street Standards

Street Standards identify requirements for travel lanes, medians, type and location of parallel or angled on-street parking, bicycle lanes, sidewalks, and pathways.

#### Design Details

The design details provide specific construction details and design criteria that ensure a consistent high-quality public right-of-way design throughout Downtown Knoxville. Details are provided for streets, sidewalks, landscaping, street lights, street furniture and bicycle facilities.

3/30/04

4



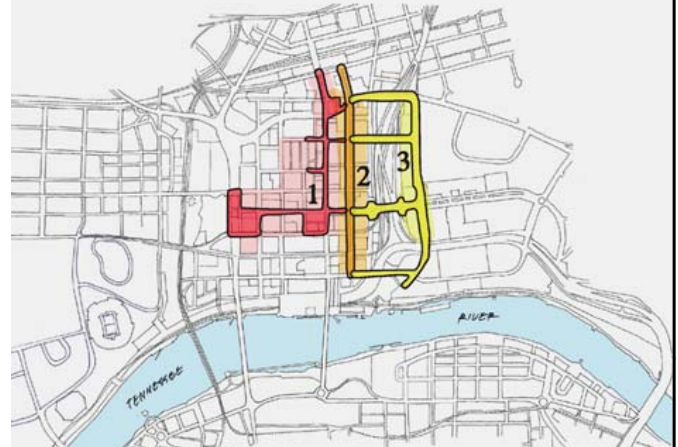
## Implementation Strategy

One Vision for Downtown Nashville

The schedule includes items the most important action items identified in this memorandum.

	2004	2005	2006	2007	2008
<b>First 120 Days</b>					
1) Establish the organization needed to implement the plan and secure site access					
2) Initiate Rural Revitalization Strategy					
3) Initiate Top Priority Projects					
• Cleanse					
• Library					
• Gay Street Improvements					
• Retail Office Parking Structures					
• Church Square					
4) Develop issues related to Time Sensitive Projects					
5) Complete the Final Plan document					
6) Initiate Regulations & Guidelines					
<b>One Year</b>					
1) Complete first phases of Rural Revitalization Strategy					
• Complete property inventory					
• Create building structure					
• Develop investment program					
• Development management program					
2) Complete Cleanse agreement					
3) Complete Library concept design					
4) Complete Gay Street Improvement design					
5) Complete Parking Structure design					
6) Complete Church Square design					
7) Complete Regulations & Guidelines					
<b>Two to Three Years</b>					
1) Attract a significant amount of new retail to Gay Street					
2) Complete Cleanse complete					
3) Complete Library					
4) Complete Gay Street Improvements					
5) Complete new Parking Structures					
6) Complete Church Square					

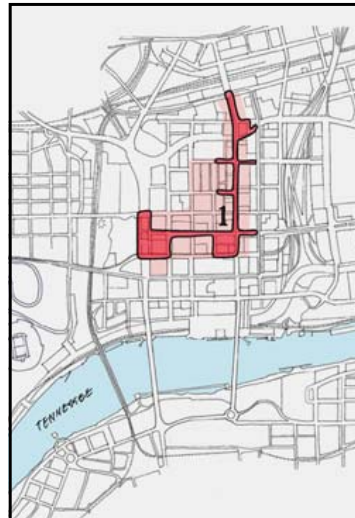
3/15/04



Primary Improvement Areas

## Investment Potential - Private

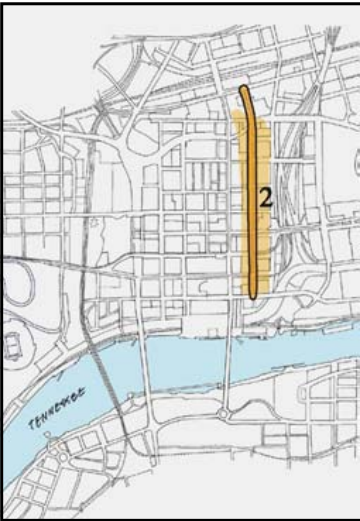
Area	Building	Quantity	Unit Cost	Investment Potential
1	Renovated	1,600,000 SF	\$60/SF	\$96 Million
	New	960,000 SF	\$100/SF	\$96 Million
	Parking Spaces	2780 PS	\$15,000/PS	\$42 Million
	Total			\$234 Million
2	Renovated	140,000 SF	\$60/SF	\$8 Million
	New	3,720,000 SF	\$100/SF	\$372 Million
	Parking	4,100 PS	\$15,000/PS	\$61 Million
	Total			\$441 Million
3	Renovated	0 SF	\$60/SF	
	New	2,100,000 SF	\$100/SF	\$210 Million
	Parking	2,300 PS	\$15,000/PS	\$34 Million
	Total			\$244 Million
Total - All Areas				\$919 Million



## Area 1 Investment

Public \$20 Million  
Private \$234 Million

Investment Ratio 12/1



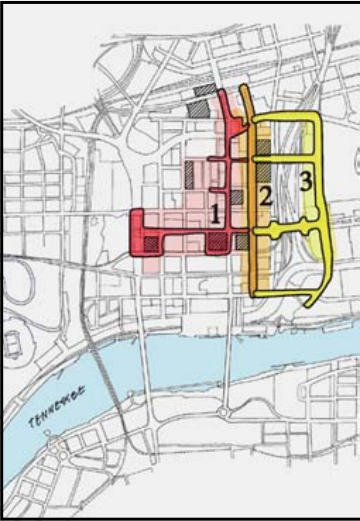
**Area 2 Investment**

Public            \$5 Million  
Private          \$441 Million  
  
Investment Ratio    88/1



**Area 3 Investment**

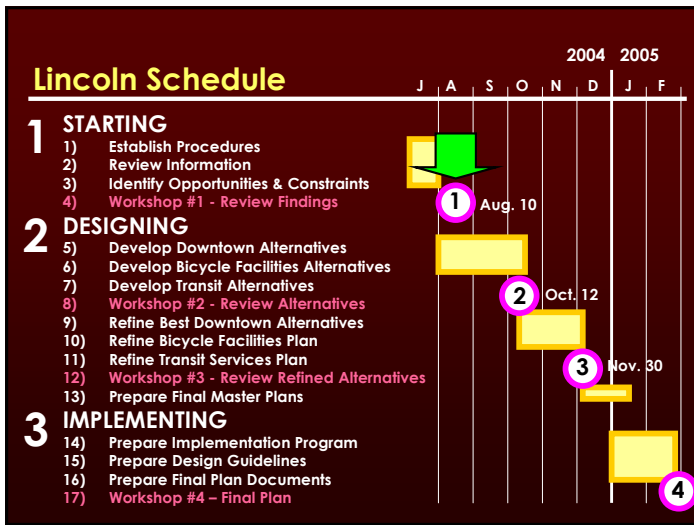
Public            \$34 Million  
Private          \$244 Million  
  
Investment Ratio    7/1



**Investment Summary**

Public            \$59 Million  
Private          \$919 Million  
  
Investment Ratio    15/1

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3) Design Proposals	Vague	Detailed
4) Implementation Strategy	Weak	Realistic
Success	Seldom	Guaranteed



## Lincoln Downtown Master Plan

Response Sheet July 14-15, 2004

**I. Issues and Concerns**

List your three top issues and concerns:

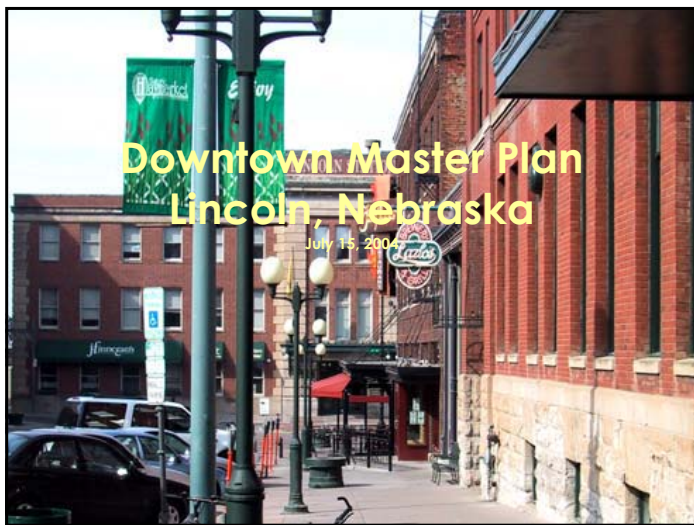
1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

**II. Special Areas**

On the map above, please note areas you believe:

- Present special design opportunities
- Are areas of concern

Name (optional): \_\_\_\_\_



## Economics Research Associates

**Master Plan  
Implementation  
Strategy**

Mtg. #1 - Review methodology

Mtg. #2 - Review opport. & constraints

Mtg. #3 - Review best alternative

Mtg. #4 - Review strategy

## Nelson\Nygaard - NN

	Bicycle Facilities Plan	Transit Services Plan
Mtg. #1 - Establish objectives		
Mtg. #2 - Review alternatives		
Mtg. #3 - Review best alternative		
Mtg. #4 - Review final plan		

## Crandall Arambula

	Downtown Master Plan
Mtg. #1 - Establish objectives	
Mtg. #2 - Review downtown alternatives	
Mtg. #3 - Review best alternative	
Mtg. #4 - Review final plan	
<ul style="list-style-type: none"><li>▪ Land use/circulation plan</li><li>▪ Bicycle facilities plan</li><li>▪ Transit services plan</li><li>▪ Implementation strategy</li><li>▪ Design guidelines</li></ul>	